



PROMOTIONAL EXAMINATION FOR CALIFORNIA STATE EMPLOYEES STAFF SERVICES MANAGER I

DEPARTMENTAL PROMOTIONAL FOR: CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

IT IS AN OBJECTIVE OF THE STATE OF CALIFORNIA TO ACHIEVE A DRUG-FREE STATE WORK PLACE. ANY APPLICANT FOR STATE EMPLOYMENT WILL BE EXPECTED TO BEHAVE IN ACCORDANCE WITH THIS OBJECTIVE BECAUSE THE USE OF ILLEGAL DRUGS IS INCONSISTENT WITH THE LAW OF THE STATE, THE RULES GOVERNING CIVIL SERVICE AND THE SPECIAL TRUST PLACED IN PUBLIC SERVANTS.

POSITIONS EXIST	Statewide
WHO SHOULD APPLY	Competition Limited To State Employees Only. Applicants must have a permanent civil service appointment with the Department listed above as of the final filing date, in order to take this examination. <i>(See General Information, Promotional Examinations Only, for exceptions to this requirement.)</i>
HOW TO APPLY	Applications (STD 678) are available and may be filed in person or by mail with the California Department of Social Services, Personnel Bureau, Examination Unit, 744 P Street, MS 15-59, Sacramento, CA 95814 or mailed to the California Department of Social Services, Personnel Bureau, Examination Unit, P. O. Box 944243, Sacramento, CA 94244-2430. DO NOT SUBMIT APPLICATIONS TO THE STATE PERSONNEL BOARD.
APPLICATION DEADLINE	FINAL FILING DATE: SEPTEMBER 22, 2004 Applications (STD 678) must be POSTMARKED no later than the final filing date. Applications postmarked, personally delivered or received via interoffice mail after the final filing date will not be accepted for any reason.
SPECIAL TESTING ARRANGEMENTS	If you have a disability and need special testing arrangements, mark the appropriate box in Part 2 of the "Examination Application." You will be contacted to make specific arrangements.
REQUIRED IDENTIFICATION	NOTE: Accepted applicants are required to bring either a photo identification card or two forms of signed identification to each phase of the examination.
SALARY RANGE	\$4756 - \$5726 per month
WRITTEN TEST DATE	This examination will consist of a written examination. It is anticipated that the examination will be scheduled on Saturday, December 4, 2004 with testing locations in Sacramento, Oakland, Fresno, Los Angeles, and San Diego. However, locations may be changed as conditions warrant.

SEE REVERSE SIDE FOR ADDITIONAL INFORMATION

STAFF SERVICES MANAGER I
JY15-4800

FINAL FILING DATE: SEPTEMBER 22, 2004
WRITTEN TEST DATE: DECEMBER 4, 2004
EXAM CODE: 4BP12

**ELIGIBLE LIST
INFORMATION**

A departmental promotional eligible list will be established for the Department listed above. The list will be abolished 12 months after it is established unless the needs of the service and conditions of the list warrant a change in this period.

**REQUIREMENTS
FOR ADMITTANCE
TO THE
EXAMINATION**

NOTE: All applicants must meet the education and/or experience requirements for this examination by the written test date. Your signature on your application indicates that you have read, understood, and possess the basic qualifications required.

Qualifying experience may be combined on a proportionate basis. For example, candidates possessing qualifying experience amounting to 50% of the required time of Pattern I, and additional experience amounting to 50% of the required time of Pattern II, may be admitted to an examination as meeting 100% of the overall experience requirement.

**MINIMUM
QUALIFICATIONS****Either I**

One year of experience in the California state service performing analytical staff duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst. (Applicants who have completed six months of service performing the duties as specified above will be admitted to the examination, but they must satisfactorily complete one year of this experience before they can be eligible for appointment.)

Or II

Experience: Three years of increasingly responsible management, personnel, fiscal, planning, program evaluation, or related analytical experience beyond the trainee level which shall have included the preparation of reports and the presentation of recommendations to management, at least one year of which must have been in a full journeyman technical capacity. (Experience in the California state service applied toward this requirement must include one year performing the duties of a class with a level of responsibility not less than that of Associate Governmental Program Analyst.) (In appraising experience more weight will be given to the breadth of pertinent experience and the evidence of the candidate's ability to accept and fulfill increasing responsibilities than to the length of the experience.) **and**

Education: Equivalent to graduation from college. (Additional qualifying experience may be substituted for the required education on a year-for-year basis.)

Note: The requirement for "Equivalent to graduation from college" means:
Bachelor's degree from an accredited college.

**SPECIAL
PERSONAL
CHARACTERISTICS**

Demonstrated ability to act independently, open-mindedness, flexibility and tact.

THE POSITION

The Staff Services Manager I level is typically the first working supervisor level. Employees at this level supervise a small group of analysts performing journeyman level work and personally perform the most difficult or sensitive work. In the smaller departments or where the particular Staff Services function is not fully developed, a Staff Services Manager I may direct a function such as management analysis, budgeting or personnel. In a medium to large department, or in a central agency function, positions at this level may supervise a portion of a function when it is so large as to require subordinate supervisor in terms of number of technical staff.

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**THE POSITION
(Continued)**

On rare occasions, positions at this level may function as project leaders, coordinating the work of others through task force type organizations. This leadership role must be accompanied by a role as a highly skilled, independent consultant with the ability to act authoritatively in a functional speciality. Also on rare occasions, positions at this level may function as a nonsupervisory staff specialist in a difficult and sensitive program development, policy, or coordination position.

**EXAMINATION
INFORMATION**

This examination will consist of a Written Test weighted 100%. The Written Test consists of hypothetical work situations designed to measure a competitor's ability to effectively handle a variety of situations that they may be confronted with as a supervisor. In order to obtain a position on the eligible list, a minimum rating of 70% must be attained in the examination. **COMPETITORS WHO DO NOT APPEAR FOR THE WRITTEN TEST WILL BE DISQUALIFIED.**

**EXAMINATION
SCOPE**

NOTE: To assist candidates in preparing for this examination the Staff Services Manager I Knowledge, Skills, and Abilities are listed below.

WRITTEN TEST - WEIGHTED 100%**Scope:****A. Knowledge of:**

1. Effective supervisory principles, practices and techniques to appropriately and effectively plan, oversee and direct the work activities of subordinate employees.
2. Effective time management techniques to provide for efficient prioritization and completion of work assignments for self and subordinate staff.

B. Skill to:

1. Adapt leadership and management style and actions to a variety of situations.
2. Analyze and evaluate problems and issues relating to work unit programs, procedures, business processes, and/or policies.
3. Analyze and evaluate the impact and effectiveness of programs, procedures, business processes, and/or policies.
4. Analyze situations accurately and thoroughly in order to determine and implement effective appropriate courses of action.
5. Anticipate future consequences of present decisions or courses of action.
6. Delegate work assignments and appropriate level of responsibility to subordinate employees in order to complete work assignments and projects.
7. Build consensus and agreement through the give-and-take of negotiations and compromise to resolve a variety of issues.
8. Coach and mentor subordinate employees to improve performance, productivity, and expertise.
9. Complete projects and assignments on schedule and within established budget.
10. Convey expectations, priorities, and vision to others.
11. Determine and establish priorities and service levels in the work unit or division.
12. Develop solutions to problems and issues relating to work unit programs, procedures, business processes, and/or policies.
13. Effectively apply management and leadership principles and techniques within the work group to ensure a productive, professional working environment and to provide for efficient completion of work tasks and assignments.

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EXAMINATION
SCOPE
(Continued)**B. Skill to: (Continued)**

14. Effectively supervise a culturally diverse subordinate staff, ensuring that supervisory and management decisions are sensitive to the impact of culturally diverse perceptions.
15. Establish a course of action for self and/or subordinate employees to accomplish specific goals.
16. Establish project schedules and milestones to complete projects and assignments within desired timelines.
17. Follow up on the results of staff work assignments and projects.
18. Identify and make an appropriate decision from a variety of alternative solutions.
19. Identify problems relating to the procedures and/or policies of the work unit.
20. Introduce changes in the work unit in a positive manner to generate support for the changes and to minimize impact or perceived impact on staff.
21. Manage projects ensuring that end products or services are delivered on schedule and within the established budget.
22. Monitor the work of subordinate employees to ensure that it meets quality, quantity, and timeliness standards.
23. Motivate and guide staff toward goal accomplishment.
24. Objectively identify all facts and implications related to a situation before drawing conclusions and determining courses of action.
25. Oversee the implementation of new and/or revised programs.
26. Plan for the efficient use of personnel and resources to complete assigned projects or on-going work.
27. Plan for the implementation of new and/or revised programs or projects.
28. Plan, organize, supervise, direct, and oversee the work activities of subordinate employees.
29. Prioritize work assignments and in-basket materials to ensure completion within established timeframes and by expected deadlines.
30. Include subordinate employees in planning of work activities, the identification of required resources, and the establishment of timelines to complete work assignments and projects.
31. Provide on-the-job training to subordinate staff relating to the tasks of the position.
32. Recognize the need to shift priorities, staff, and resources to maximize the operations of the work unit.
33. Recognize the ramifications and possible impact of decisions.
34. Resolve conflicting priority requests for service provided by the work unit or division.
35. Resolve performance problems by planning and implementing measures to improve performance.

C. Ability to:

1. Take action and/or make commitments to a variety of situations under a variety of circumstances, even in uncertain situations or under uncertain circumstances, to accomplish department, division, or work unit goals.
2. Lead by positive example in managing the employees of the work unit or division.
3. Maintain high ethical standards in completing all assignments and projects.

VETERANS
PREFERENCE

Veterans preference credit is not granted in promotional examinations.

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GENERAL INFORMATION

Americans with Disabilities Act, Title II: The California Department of Social Services (CDSS) is committed to a strong policy of equal employment opportunity. To this end, CDSS does not discriminate against or exclude any person from participating in the employment process, advancement, benefits of employment, or in the admission and access to programs or activities administered by CDSS on the basis of: race; color; national origin; ancestry; religion; creed; sex; marital status; sexual orientation; pregnancy; age; veteran status; political affiliation; or disability (including AIDS) as required by Title II of the Americans with Disabilities Act (ADA). Reasonable accommodations for qualified individuals with disabilities will be made available upon request.

It is the candidate's responsibility to contact the California Department of Social Services three days prior to the written test date if he/she has not received his/her notice.

For an examination without a written feature it is the candidate's responsibility to contact the California Department of Social Services, Personnel Bureau, at (916) 657-1762 or CALNET 437-1762 three weeks after the final filing date if he/she has not received a progress notice.

If a candidate's notice of oral interview or performance test fails to reach him/her prior to the day of the interview due to a verified postal error, he/she will be rescheduled upon written request.

If you meet the requirements stated on the bulletin, you may take this examination, which is competitive. Possession of the entrance requirement does not assure a place on the eligible list. Your performance in this examination will be compared with the performance of the others who take this test, and all candidates who pass will be ranked according to their scores.

The California Department of Social Services and the State Personnel Board reserve the right to revise the examination plan to better meet the needs of the service if the circumstances under which this examination was planned change. Such revision will be in accordance with civil service laws and rules and all competitors will be notified.

Examination Locations: Ordinarily, oral interviews are scheduled in Sacramento, Oakland, and Los Angeles. However, locations of interviews may be limited or extended as conditions warrant.

Eligible Lists: Eligible lists established by competitive examination, regardless of date, must be used in the following order: 1) subdivisional promotional, 2) departmental promotional, 3) multidepartmental promotional, 4) servicewide promotional, 5) departmental open, 6) open. When there are two lists of the same kind, the older must be used first. Eligible lists will expire in from one to four years unless otherwise stated on this bulletin.

General Qualifications: Candidates must possess essential personal qualifications including integrity, initiative, dependability, good judgement, and ability to work cooperatively with others; and a state of health consistent with the ability to perform the assigned duties of the class. A medical examination may be required. In open examinations, investigation may be made of employment records and personal history and fingerprinting may be required.

Promotional Examinations Only: Competition is limited to employees who have a permanent civil service appointment. Under certain circumstances other employees (*i.e., former Department employees or current employees on TAU, T&D, and LT status*) may be allowed to compete under provisions of Rules 234, 235, and 235.2. State Personnel Board Rules 233, 234, 235, 235.2 and 237 contain provisions regarding civil service status and eligibility for promotional examinations. These rules may be reviewed at departmental personnel offices or at State Personnel Board offices.

Criminal Record Clearance Information: Some positions, within various divisions of the California Department of Social Services, are subject to fingerprinting and criminal records check requirements. This check will be completed by the Department of Justice. Applicants will be notified during the hiring process if the position is affected by the criminal records clearance procedure. Criminal record clearance is a condition of employment in positions affected by this procedure.

High School Equivalence: Equivalence to completion of the 12th grade may be demonstrated in any one of the following ways: 1) passing the General Educational Development (GED) Test; 2) completion of 12 semester units of college-level work; 3) certification from the State Department of Education, a local school board, or high school authorities that the candidate is considered to have education equivalent to graduation from high school; or 4) for clerical and accounting classes, substitution of business college work in place of high school on a year-for-year basis.

**CALIFORNIA DEPARTMENT OF SOCIAL SERVICES
P. O. BOX 944243
SACRAMENTO, CA 94244-2430**

If deaf or hearing impaired, call the California Relay Service - From TDD phones: 1-800-735-2929
From voice phones: 1-800-735-2922

TTY telephone number: Sacramento (916) 653-5457 CALNET 453-5457

TTY is Telecommunications Typewriter and is reachable only from phones equipped with a TTY/TDD Device.
